

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
DECEMBER 11, 1992, IN LISNER HALL
ROOM 603

The meeting was called to order by Professor Robinson at 2:20 p.m., in the absence of the President and Vice President for Academic Affairs.

Present: President Trachtenberg, Vice President French, Parliamentarian Schechter, Belknap, Captain-Hidalgo, Carson, Cohn, Divita, East, Englander, Felts, Fowler, Friedenthal, Frieder, Goulard, Gupta, Harrington, Hill, Holmes, Keimowitz, Mahmood, Mitchell, Morgan, Park, Robinson, Salamon, Schiff, Silber, Smith, Smythe, and Wallace

Absent: Registrar Gaglione, Johnston, Maddox, Miller, and Vontress

APPROVAL OF MINUTES

Professor Robinson called for approval of the minutes of the regular meeting of November 11, 1992, as distributed. Professor Morgan raised a question about Resolution 92/2 adopted by the Senate at the November 11th meeting at which he was unavoidably absent. In reading the minutes, he said he noticed that two amendments to the Faculty Code, i.e., the substitution of the word "If" for the word "When" and the addition of the word "faculty" before the words "peer review" were reflected in the accompanying text of the Code; however, these amendments do not appear in the RESOLVING clause of Resolution 92/2 itself. He suggested that since these changes amend the language of the Faculty Code, perhaps additional action on the part of the Faculty Senate in the form of a formal resolution might be necessary. The Parliamentarian advised that, unless the Senate wished to make its will more explicit, it could give unanimous consent that the business of the last month stands as it appears in the minutes. The Chair asked if there were any objections. No objections were heard. The minutes were then approved.

At this point, Professor Robinson turned the chair over to Vice President French, who had arrived.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

REPORT BY LOUIS H. KATZ, VICE PRESIDENT AND TREASURER, ON FY 1992-93 BUDGET AND MULTI-YEAR PLANNING

Vice President Katz reported on three main topics: the FY 1992-93 budget through first quarter results, the five-year plan, and budget priorities for next year. He said that the budget for this year was projected to be balanced. The first quarter results reflect a slight drop in continuing enrollment. This translates into a budgetary shortfall of about 1.7 million dollars for this year. He said that this will not translate into a deficit this year provided the spring enrollment is on target. The University has experienced some savings on lower interest rates on its debt and savings on administrative costs. As far as next year and subsequent years are concerned, Vice President Katz said that the shortfall in tuition revenues means that projections originally made will have to be adjusted. In the five-year plan, a 6% increase in tuition had been projected for next year. Given the present competitive environment, a 5% increase in tuition is now being targeted. These two changes -- lower enrollment of continuing students and a 1% lower increase in tuition -- translate into approximately a 4-5½ million dollar problem next year. He said if the University does not make any adjustments, the negative effect of compounding will lead to about a 6 million dollar problem the next year and 8 million the following year, etc. Vice President Katz said that he believed the necessary adjustments could be made without too much pain. Some of the things being looked at are reducing further the size of administrative staff, stabilizing the size of the faculty, modest spending of restricted funds, reducing the projected increase in the academic operating budgets, and freezing salary increases.

Vice President Katz said that some of the budgetary priorities discussed, but not decided, for next year are those things that hopefully would attract good students and improve the retention of students. For example, increasing expenditures for Library acquisitions, improving access to computers, improving financial aid packages to both undergraduate and graduate students, and continuing improvement of classrooms, laboratories, and academic offices. Other priorities include faculty and staff compensation -- the original assumption built into the five-year plan for next year was a 4% increase for faculty and a 3% increase for staff, but those are not magic numbers. The administration is also looking at the overall cost of attending GW and is hopeful it will be able to hold room and board costs constant with that of last year.

In closing, Vice President Katz said that, in discussing the budget, both the expense and revenue sides must be looked at and he emphasized that there would be much slower revenue growth than experienced in the past several years. He then offered to answer any questions.

Professor Mahmood asked if the administration was making any surveys on the retention problem, and also what the 4½% reduction of administrative staff translated into in dollar terms. Vice President Katz replied that, as far as this year is concerned, the 4½% reduction in staff equated to 3.1 million, and next year a 3½% reduction is being projected rather than the 1½% as originally planned. Vice President French pointed out that over 50% of the raises for non-academic staff were funded from these savings. He said that with respect to the retention of undergraduate students, Cheryl Beil, Director of Enrollment Management and Retention, was conducting a survey of undergraduate students in the fall semester and those results will be reported to each dean of an undergraduate division. The Graduate Admissions Offices in the various deans' units are poised to work on this area as soon as the information is available.

Professor Robinson asked if it was accurate that 22.17% instead of 24% was being budgeting this year for fringe benefits, as it was the Senate's understanding last year that the University's contribution to the employees' retirement plan was reduced so that more money could be allocated to the health plan benefit bringing the total benefit rate to 24%. Vice President Katz replied that the actual fringe benefit rate ran lower than 24%. This year because of the change in the University's contribution to the retirement plan, it is projected that the fringe benefit rate will be less than FY 92 actual. The difference between FY 92 actual and FY 93 actual could be reallocated directly to health plan benefits to help offset the rising cost of health care. Professor Park commented on the proposed new cafeteria fringe benefit plan whereby employees would have the option of selecting certain benefits in lieu of other benefits. Somewhere along the line, he said, the Senate will have to take an interest in the fairness of our plans, especially with regard to the less-compensated employees who are under very severe financial pressure. Professor Park said that this seemed to be an ethical planning problem for the University. Vice President Katz responded that the University needs to determine what benefits are part of the safety net and what benefits could be optional.

Further discussion followed by Professors Harrington, Silber, Gupta, Hill, Vice President French, and Vice President Katz.

Vice President French then turned the Chair over to President Trachtenberg who had arrived.

GENERAL BUSINESS

I. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson introduced and welcomed Ms. Jacqueline Washington, who joined the staff of the Faculty Senate office November 23rd. She noted that the next meeting of the Executive Committee was scheduled for December 17th. Professor Robinson then reported, on behalf of the Executive Committee. She extended best wishes for the holiday season and thanks for the hard work and dedication of the members of the Senate. (Report of the Executive Committee is enclosed.)

II. INTERIM REPORTS OF SENATE COMMITTEE CHAIRS

The following interim reports were made by the Chairs of Senate Standing Committees:

(1) JOINT COMMITTEE OF FACULTY AND STUDENTS - Assistant Professor Yvonne Captain-Hildago, Chair, reported that the Committee has formed various subcommittees working, respectively, on the Mandatory Mid-Semester Academic Warning System, Student Honor Code, Dean Search Committees and a mission statement. The Joint Committee recently approved two resolutions -- one pertaining to an Africana Studies Program and the other to women and minority recruitment.

(2) FACULTY DEVELOPMENT AND SUPPORT - Associate Professor Ernest J. Englander, Chair, reported that, having just become the Chair of this Committee, he has not yet called a meeting but will do so upon return for the spring semester.

(3) PROFESSIONAL ETHICS AND ACADEMIC FREEDOM - Professor Victor H. Cohn, Chair, reported that the Executive Committee had forwarded the End-of-Year Report of the Joint Task Force on Continuing Faculty, otherwise known as Post-Tenure Review, to the PEAFC Committee for comment. In looking at the Report, there seemed to be some potential threats to academic freedom and the tenure system that are part of the Faculty Code, and, therefore, there was some urgency in bringing this matter before the Senate. In that regard, the PEAFC Committee submitted a Resolution on Post-Tenure Review, together with an accompanying Report providing background analysis of the issue, an outline of the proposals of the Joint Task Force, and the PEAFC Committee's recommendations in the form of the resolution. Professor Cohn said he regarded this as a critical issue and expected this resolution to come before the Senate in January. (The Resolution and Report are attached.)

Another issue under review by the Committee, Professor Cohn reported, has to do with the concept of early tenure and early promotion. The policy of not authorizing "early tenure" except

for "compelling reasons" was instituted by former Vice President Bright in 1987, and, more recently, the practice of not authorizing "early promotion" either has crept into the system, both of which appear to be in conflict with the Faculty Code. A Resolution Reaffirming the Faculty Code Provisions Regarding Promotion and Tenure has been forwarded by the PEAFC Committee to the Executive Committee.

The PEAFC Committee is also reviewing the matter of School-Wide Personnel Committees to determine if uniform guidelines should be established for dealing with promotion and tenure recommendations. Another item under review is Resolution 87/10 adopted by the Senate in 1987 pertaining to the role of the faculty in the appointment of academic administrators.

(4) ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY - Professor David E. Silber, Chair. (Interim Report read by Professor Silber is attached.)

(5) RESEARCH - Professor Dewey D. Wallace, Chair. (Interim Report read by Professor Wallace is attached.)

(6) PHYSICAL FACILITIES - Professor Khalid Mahmood, Chair. (Interim Report read by Professor Mahmood is attached.)

(7) LIBRARIES - Professor Robert Goulard, Chair. (Interim Report read by Professor Goulard is attached.)

(8) FISCAL PLANNING AND BUDGETING - Professor Robert T. Smythe, Chair, reported that the Committee had been asked to make a study of the administrative operating and salary expenditures over the past five years. The Committee has been gathering data from the Office of Vice President Katz and hopes to have a report to the Senate early next year. The Committee also has an ongoing discussion of budget priorities for next year.

(9) EDUCATIONAL POLICY - Professor John A. Morgan, Jr., Chair, reported that the Committee was reviewing the following three items: data on course offerings, Report on 4x4 Curriculum Study Project, and reported problems concerning the Bookstore regarding textbook adoption forms and policy on returning books.

(10) ATHLETICS AND RECREATION - Professor Stephan O. Schiff, Chair, reported that the Committee has met twice during the fall. The current agenda is to examine changes proposed by the NCAA regarding academic and other regulations that may pertain to GW athletics.

(11) ADMISSIONS POLICY AND STUDENT FINANCIAL AID - Professor John H. Carson reported that the Committee met last week for the first time. The Committee has invited Vice President Katz to present an overview of admissions and financial aid concerns.

(12) UNIVERSITY AND URBAN AFFAIRS - Professor Dennis H. Holmes, Chair, reported that the Committee had nothing to report at this time.

(13) APPOINTMENT, SALARY AND PROMOTION POLICIES (including Fringe Benefits) - Professor Robert E. Park, Chair. (Interim Report read by Professor Park is attached.)

(14) HONORS AND ACADEMIC CONVOCATIONS - Professor James H. Maddox, Chair. (No report was given due to Professor Maddox's absence.)

QUESTIONS/DISCUSSIONS OF INTERIM REPORTS

Pursuant to Professor Cohn's report on the PEAFC Committee's resolution/report on Post-Tenure Review, President Trachtenberg inquired how the administration might review faculty because there are some faculty who are no longer functioning at a level of performance that is sound. He said it ought to be possible to protect the tenure system, but at some point we cannot exempt ourselves from the accountability that we owe to our students and each other.

Professor Cohn replied that the administration already requires annual reviews of faculty from which the administration could get the kind of information it needed and provide guidance to the faculty members. For those faculty who are clearly dysfunctional, he pointed out that there are procedures outlined in the Faculty Code for dealing with such individuals.

Professor Morgan noted that he served an entire year on the Joint Task Force for Continuing Faculty and he strenuously objected to having a semi-debate on this serious matter today since there were perhaps only a few people in the room who have read the resolution and report. He said a discussion of the matter would occur when the resolution/report comes to the floor of the Senate.

BRIEF STATEMENTS AND QUESTIONS

Professor Cohn asked the President if he could give the Senate a progress report on the acquisition of a Vice President for Medical Affairs. The President replied that the Search Committee has been working for nine months and has come forward with a list of names, and that he has had contact with these individuals. The President said he hoped that an appointment would be made after the New Year.

Professor Hill commented that, since the final grade sheets included a place for noting mid-semester grades, those grade sheets could be used in mid-semester so that the deans could determine what students should be given mid-semester warnings instead of implementing a proposed mandatory mid-semester warning system.

ADJOURNMENT

President Trachtenberg noted that from the discussion today we were "padding away in some reasonably choppy waters," but he thought basically we had reasons for a certain amount of satisfaction. He wished everyone a wonderful New Year and Happy Holidays.

Upon motion made and seconded, the President adjourned the meeting at 4:10 p.m.

A handwritten signature in cursive script, reading "J. Matthew Gaglione". The signature is written in dark ink and is positioned above the printed name and title.

J. Matthew Gaglione
Registrar

A RESOLUTION ON POST-TENURE REVIEW

WHEREAS generations of academic personnel at The George Washington University have been afforded academic freedom, fair process and employment protection by the system of tenure; and

WHEREAS the Faculty Code confirms and protects established tenure rights of faculty and provides for fair process for such cases where individuals are alleged to have become unfit to perform their academic duties; and

WHEREAS the Faculty Code is an express part of the contract between each member of the faculty and The George Washington University; and

WHEREAS a National Commission of Higher Education Issues issued recommendations in 1982 strongly asserting "the continuing importance of faculty tenure as an essential instrument to protect academic freedom and thereby ensure the highest quality of teaching and research;" and

WHEREAS it is accepted that, as elimination of mandatory retirement at other universities has not had the effect of dramatically extending the time of active service the Age Discrimination in Employment Act, which will end compulsory retirement based on age on December 31, 1993 is not cause for concern or precipitate measures; and

WHEREAS in an End-of Year report a Joint Task Force has made recommendations which would seriously weaken tenure protections for faculty; now therefore be it

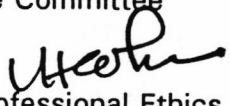
RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. The Faculty Senate considers that the basic suggestions regarding additional formal systematic reviews of continuing faculty and the recommendations for their implementation contained in the report of the working party would seriously compromise the protections of tenure.
2. The Faculty Senate opposes reduction in faculty salaries as inconsistent with the Faculty Code, contractual rights and academic freedom of the faculty.
3. While good-faith discussions and positive incentives are consistent with academic freedom, the Faculty Senate opposes threats or processes of harassment to "encourage" retirement of faculty.
4. Peer review procedures are presently provided for in the Faculty Code. The Senate opposes the imposition of additional peer review of tenured and other continuing faculty; it believes that additional peer review would result in unacceptable costs in time, money, creativity, independence and collegial relationships and could be used for purposes of harassment and intimidation or to provide grounds for dismissal alternative to the proper procedures of the Faculty Code that provide the necessary safeguards for academic due process.

Senate Committee on Professional Ethics and Academic Freedom
Passed 7 December 1992

8 December 1992

MEMORANDUM TO: Professor Lilian Robinson, Chair
Faculty Senate Executive Committee

FROM: Victor H. Cohn, Chair 
Senate Committee on Professional Ethics and Academic
Freedom

SUBJECT: Post-Tenure Review

The results of our study of the End-of-Year Report of the Joint Task Force on Continuing Faculty (dated June 3, 1992 and revised October 20, 1992), which was referred to this Committee by the Faculty Senate for comment, follow. As "continuing faculty" largely means tenured faculty, our memorandum is frankly so labeled. It comprises three parts: a brief section presenting some of the background of the issue, an outline of the proposals of the Joint Task Force with commentary, and our recommendations in the form of a resolution.

I. BACKGROUND

Generations of academic personnel at The George Washington University have been afforded academic freedom, fair process and protection by the tenure system¹. Tenured faculty may be removed only for unfitness to perform academic duties, termination of an entire instructional program, or, a last resort, on account of extraordinary financial exigency². A tenured faculty member charged with unfitness has a right to formal notice of the accusation, to formal hearings before an impartial faculty committee, to be represented by counsel and recourse to appeal³. During the past two or three years, however, a significant opposition to a continuation of these tenure guarantees has been voiced by some Deans, the apparent support of the Vice President for Academic Affairs, and others.

One new factor cited in this connection is the federal Age Discrimination in Employment Act which will end compulsory retirement based on age on December 31, 1993. As the report of the Joint Task Force itself concedes, "The experience of other universities has suggested that the elimination of mandatory retirement has not had the effect of dramatically extending the time of active service." Nevertheless, the pressure for elimination of our present tenure system is based on a view that the University should have more expeditious means for sanctioning or removal of tenured faculty than is now provided by the Faculty Code.

¹See *Code and Ordinances Governing Academic Personnel of the George Washington University* (first printing 1937), July 1986 edition.

²Ibid. pp. 10-11.

³Ibid. pp. 23-32.

II. SUMMARY: END-OF-YEAR REPORT⁴

The Executive Committee has stated its belief that the findings and preliminary recommendations of the End-of-Year Report of the Working Party on Continuing Faculty could seriously affect the protections presently provided by the Faculty Code for the system of tenure. Although the document was descriptively titled an End-of-Year Report, not a "final report" the Vice President for Academic Affairs has proposed to the Faculty Senate that "we are prepared to work on the implementation of the basic suggestions of the document." The Faculty Senate has, therefore, mandated this analysis and invited broad faculty discussion of the issues raised.

With this purpose in mind, we would highlight the following points in the Report for your attention:

1. Additional regular, periodic review of tenured and other continuing faculty by department chairs or deans including reviews on a seven year cycle.
2. Additional merit increases for deserving faculty.
3. Peer review of tenured and other continuing faculty.
4. The option for "merit" (i.e., demerit) reductions in salary for tenured and other continuing faculty.
5. "Encouragement" of tenured and other continuing faculty to take retirement.

After intensive discussions in our Committee, we offer our views and recommendations with respect to each of these major points:

1. ADDITIONAL PERIODIC REVIEWS OF TENURED AND OTHER CONTINUING FACULTY. The End-of-Year Report asserts that, "...other universities have found long-term performance evaluation to be a significant tool in creating and maintaining a high level of faculty productivity and morale." No such university is named nor is any other authority or reference cited on which this assertion is based. In his minority report Professor John Lobuts states, "...These meetings were not directed towards any collection of data,...I once proposed we invite experts to discuss...the topic of professional evaluation. This recommendation was never acted upon." Consequently, the recommendations of the Working Group appear to be based entirely on the members' personal notions of what might be salutary or beneficial

⁴In a memorandum to VP French dated June 17, Professor John A. Morgan requested six changes in wording of the End-of-Year report document, dated June 3, 1992. The new version of the report document, dated October 20, 1992, incorporates five of the six requested changes. The change requested by Professor Morgan not incorporated by the Deans and Vice President French was to delete the sentence, "... The option should be available not only to award special raises, but if the situation of the faculty member demanded it, even to reduce salary."

rather than on forms that, as the lead assertion has it, have proved their worth elsewhere. If the present system, which has served us well over many years, nevertheless remains less than wholly satisfactory, something more than anecdotal input will be required to confidently guide us towards its improvement.

2. ADDITIONAL MERIT INCREASES. The End-of-Year Report reads, "The Committee would favor an increase in compensation for faculty [and administrators] who had demonstrated a high level of achievement...funded in the same way as mid-year merit raises of the recent past." This reference to a past University experiment with extraordinary merit increases outside the regular annual scheme naturally leads us to ask if their effect has been the subject of study by the administration. If so, the results of this study might well shed light on the benefits to be derived from new proposals offered here.
3. PEER REVIEW OF TENURED AND OTHER CONTINUING FACULTY. The End-of-Year Report states, "In those circumstances in which either the department chair, the dean, or the faculty member finds the outcome [of a review] less than satisfactory, a system of peer review should be invoked. Peer review could be handled through school-wide Personnel Committees or ad hoc Committees..." It is not clear what peer role a school-wide Personnel Committee (other than a Committee of the Whole) could serve. If a disagreement develops as to technical direction to be pursued within the discipline either along the lines of research or academic program, such considerations are of a specialized nature. It seems clear that they must necessarily be resolved collegially within the discipline. If the disagreements turn other non-technical matters of faculty versus administrative prerogative or discretion, then a forum for the resolution of the disagreement or dispute, if it should come to that, is already provided for in the Faculty Code.

Imposition of additional formal post-tenure review would result in a sense of harassment, intimidation, and destruction of collegial relationships between faculty. Furthermore, it might be used as a means for circumventing the fair procedures specified in the Faculty Code for removal of tenure. Recent experience with school-wide personnel committees expressly created to function merely as advisory to the Dean, who must cite compelling reasons not to concur with faculty recommendations, gives cause for concern. The Administration seems to regard a negative advisory recommendation to the Dean by the school-wide committee as in itself constituting an automatic basis for nonconcurrence. One fears this type of peer review could lead to intimidation, coerced resignation or retirement and the routine circumvention of academic due process in the removal of tenure. This would impose a heavy cost in faculty quality, time and morale.

4. "MERIT" (I.E., DEMERIT) REDUCTIONS IN SALARY FOR TENURED AND OTHER CONTINUING FACULTY. The End-of-Year Report states that the option should be available not only to award special raises, but if the situation of the faculty member demanded it, even to reduce salary. As has long been recognized, the continued working of our tenure system for the assurance of academic freedom and impartial scholarship requires that faculty, even as an independent judiciary " ... shall, at stated times, receive for their services, a compensation, which shall not be diminished during their continuance in office."⁵ The

⁵United States Constitution, Article III, Section I.2

option to impose reductions in salary when in the opinion of the discretionary authority "the situation of the faculty member demanded it" is effectively to abolish the protection of tenure and a breach of the contract between the University and the individual members of the Faculty⁶.

5. "ENCOURAGEMENT" OF TENURED AND OTHER CONTINUING FACULTY TO TAKE RETIREMENT. The End-of-Year Report states, "... In those circumstances in which it becomes necessary to encourage a faculty member to take retirement, a rational and mutually agreeable transition plan would have obvious advantages."

If the conclusion that forced retirement of a particular faculty has become necessary is grounded in adequate cause rather than administrative convenience, the procedures for accomplishing that end are already set forth in the Faculty Code. If the perceived necessity is based on some apparently irreconcilable divergence of views, that is precisely the sort of assault against which the system of tenure is designed to offer protection. If it is based merely on the age of the faculty member, the conclusion is contrary to public policy.

Finally, the comments bearing on the needs for the University to give creative thought to the needs of retired and emeritus faculty are certainly well taken. However, in the terms of the charge of the Working Group on Continuing [active status] Faculty, this well meaning paragraph must be considered a distraction.

⁶Faculty Code, p 5. The Code provides that it "shall be considered part of the agreement between faculty member and the University."

Administrative Affairs as They Affect the Faculty
A Committee of the GWU Senate

December 11, 1992

To: Members, GWU Senate

From: David Silber, Chair

Re: Mid-Term Report

The Committee has met three times during the Fall semester, and is currently working on several projects including:

1) Review of the use of procedures formulated for selecting deans. In view of having three new deans, the Executive Committee asked that such a review be carried out to determine if the procedures were followed.

2) Procedures for notifying administrative employees of their performance evaluation and merit raises. This has resulted in clarifications of the process: currently verbal, via chain-of-command, with suggestions for written notification. Attempts to insure the timeliness of such for the future will be further studied by the Committee.

3) Summer courses and the number of people needed for the course. A resolution is being drafted for the Executive Committee's December 17th meeting.

4) A smoke-free environment. The Committee is investigating the University's position as it stands, and whether some modifications is desirable or practical.

5) Graduate tuition benefits and taxes. The recent memo from the Vice President Bortz clarifies the current situation as a matter of law.



INTERDEPARTMENTAL MEMORANDUM

December 11, 1992

TO: The Faculty Senate
FROM: Dewey Wallace *DW*
Chair, Faculty Senate Research Committee
RE: Interim report

During the fall 1992 semester, the Faculty Senate Research Committee met three times, September 22, October 27, and November 17; we are scheduled to meet once more, on December 15.

Our principal business has been consideration of the desirability of joining the Faculty Senate Research Committee and the Advisory Committee on Research into a Joint Advisory Committee on Research. At the meeting of November 17 the Faculty Senate Research Committee voted 5-3 against forming a joint committee, and on December 15 we will consider proposals for the coordination and integration of the two committees without merger.

DDW:jae



DEPARTMENT OF CIVIL, MECHANICAL, AND ENVIRONMENTAL ENGINEERING

**1992-93 Interim Report
Physical Facilities Committee
Faculty Senate**

December 11, 1992

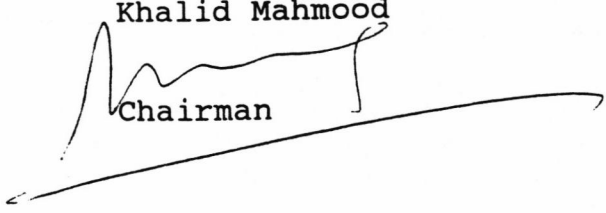
The committee met twice during the fall semester. The development plans for the university includes a number of projects affecting the physical facilities.

The committee members continue to be concerned with the condition of classrooms. The committee has been briefed by the administration on the plans for renovation of classrooms. It is recognized that due to the deferred maintenance over the years, the improvements in the quality of classrooms will have to come gradually. In the opinion of the committee, a mechanism whereby non-capital intensive improvements can be made in direct response to the requirements of teaching facility, will be helpful in alleviating faculty complaints. The committee intends to work with the administration to help develop such a mechanism.

Two members of the committee have been nominated to work on the administration's Steering Committee for Campus Activities and Landscape Program. Their views will be reported to the Senate in due course.

The report of the space utilization study is expected during this month. The committee has requested a copy of the report from the administration when it is available. The committee plans to review it on behalf of the Senate.

Respectfully Submitted,
Khalid Mahmood



Chairman

Members:

Carter, James B.
Cohen, Neil G.
Hufford, Terry L.
Johnson, Nancy D.
Kelly, Patricia M.
Kochhar, Carol A.
Naulty, John S.

Robinson, Arthur E.
Sabelli, Bradely W.
Segel, Frank W.
Seigel, Frederick R.
Egan, Kennith
Todres, Corey

Ex Officio:

Bortz, Walter M.
Cole, V. Scott
Divita, Salvatore F.
Katz, Louis H.
Schauss, John A.



DEPARTMENT OF CIVIL, MECHANICAL, AND ENVIRONMENTAL ENGINEERING

December 2, 1992

TO: Lilien F. Robinson, Chair
Executive Committee of the Faculty Senate

FROM: Robert Goulard, Chair
Faculty Senate Library Committee

RE: Interim Report

The Library Committee met on November 20, 1992 and considered the following items:

1. Following President Trachtenberg's May 8th letter to the President-Elect of the Student Association M. Musante, and your subsequent letter of June 5th to me, the Faculty Senate considered the best way to be represented on the joint Library/Student Advisory Board recommended by the president.

As it turns out, Debbie Masters, the GWU interim Librarian, had set up such a board and she summarized its activities in her November 12 letter to me (attached). This was presented and discussed at our meeting and it was decided unanimously to appoint Professor Denis Hitchcock as the Library Faculty Committee Representative to the Board. It was also decided to ask the Board to send a representative to our Committee, so he could voice their concerns during our meetings.

2. An overview of the 1992-95 Strategic Plan of the Gelman Library was presented by Debbie Masters (copy attached). The desired link with the Faculty Senate was discussed (p. 11, objective 2).
3. Prior to the November 20th meeting, two briefings were held by the Washington Research Library Consortium to discuss their current progress. I attended the first (October 16) and was represented at the second (November 6). At the November 20th meeting, Debbie Masters gave us a summary which covered most of the ground covered at the WRLC briefing (see attached).

cc: Robert J. Harrington, Executive Committee Liaison

RG/zc

December 11, 1992
(With corrections)

To: Faculty Senate
From: Bob Park, Chair, ASPP [Tel. 46750]
Subj: MID-YEAR REPORT, Appointments, Salaries and Promotion
Policies Committee

1. The following informal report at mid-year is provided by the committee chair for the general information of the Faculty Senate and has not been reviewed or approved by the ASPP Committee. Comments to the chair or named sub-committee members are invited.

2. Meetings. The ASPP Committee has met seven times since the beginning of October for 1 1/2 to 2 hours per meeting. It will meet for the last time this semester on Dec. 16th.

3. Agenda. The following items represent the current agenda of studies and projects of the Committee.

a) Administration provisions of new investment options for retirement contributions. Committee orientation. No action required.

b) Cafeteria Plan. The administration's Benefits Review Committee is currently considering advantages and disadvantages of going to a "cafeteria plan" for university benefits. Such a plan would permit employees to choose among benefits, allocating a lump sum university contribution among the benefits of greatest use to them individually. Certain benefits would be given all employees apart from the plan, such as e.g., tuition benefits, pregnancy leave benefits, and retirement benefits. The ASPP Committee's recommendations on what options should be made available would go to BRC before their final action, and then the ASPP Committee would report to the Senate an evaluation of final BRC recommendations. To this end the ASPP Committee was oriented by Susan Bilsky of Personnel, and then attended a BRC orientation by an ACCESS medical insurance representative and Foster Higgins, personnel affairs consultant, on the proposed cafeteria plan. A subcommittee of the BRC has reported to the BRC that the discretionary funds for such a cafeteria plan may be too limited to justify the administrative costs of such a plan. Some aspects of the U. of Iowa and Educational Testing Service cafeteria plans were reviewed. The ASPP continues to work in close liaison with the BRC. Committee action, if needed, will be taken by March 1993. Subcommittees authorized but not appointed pending further report by BRC. [Contact: Peter Hill [46761] or Arthur Kirsch [46889] or Park [46750].

c) School by school market basket evaluations. At the suggestion of Fred Amling [46670], a subcommittee is reviewing the advantages and disadvantages, availability of data and potential uses of the construction of school by school "market baskets" of comparable schools in other universities as to salaries, benefits, etc. Such back-up or supplemental study would reduce some of the distortions of the present university wide market basket comparisons for those schools with atypical markets, salaries, student recruitment, etc. Committee action expected by late spring.

d) Federal tax policy relative to graduate student tuition remission. As in past years, the tax treatment of graduate student tuition remissions was not clarified until late in the year. Vice

President Bortz reported the status of the taxability of these items to the committee. Discussion. No action required.

e) Special Contracts for Regular, Full-time Faculty. The Faculty Senate of the Medical Center has sought a broader range of contract options for regular, full-time faculty to permit tenure track faculty to work on a reduced load basis and still advance in rank and career development. The Administration supports this idea. Dr. French and Dr. Gail Povar will report further developments.

f) Faculty Productivity and Overall Compensation. The ASPP has approved a special committee to consider various proposals for weighing faculty productivity as a factor in total compensation plans. Report to ASPP anticipated in late spring.

g) Administration Post-Tenure Review. The ASPP was requested by the Executive Committee to review the Task Force proposal on post-tenure review of senior faculty. The ASPP Committee began consideration of these issues by discussing the Professional Ethics' subcommittee report after a brief presentation by Prof. Walter Kahn, subcommittee chair. The ASPP Committee then heard comments by Dr. French, who objected that the ASPP Committee should have considered the task force report itself before taking up the Professional Ethics subcommittee report. This was a fair and sensible criticism of my scheduling the issue, although I put the Professional Ethics report on the agenda as a way of bringing the ASPP Committee members up to speed on an issue that had been under study in the other committee since the spring term. Dr. French indicated that he thought there were substantial misunderstandings of the intent, scope and process of review and that he would discuss with Prof. Lilien Robinson and the Executive Committee the appointment of a new Task Force to review and resubmit the proposals. Dr. French assured the ASPP Committee that before administrative action were taken on such a process that the new report would come before the appropriate Senate committees in a timely manner. On this basis, the ASPP Committee moved the appointment of a special subcommittee of Professors Hill, Kirsch and Schlagel to work with the Vice President, the Executive Committee and the Professional Ethics Committee as needed, and which would return to the ASPP Committee with recommendations when appropriate.

h) N.I.H. Federal Credit Union at G.W.U. The ASPP Committee was given an orientation on the Credit Union that will open at GWU in the next semester and discussed with Ralph Olmo and Tom Hollis of the Administration various advantages and potential problems of such a service. The general response of the ASPP Committee was very positive, with a caution to the Administration to anticipate peak period use at certain times during each term if students are permitted to be members. This plan puts GWU at no risk, according to the administrators. The Committee sought an opinion letter to that effect from University counsel. No action required.

i) ACCESS. The ASPP Committee was oriented on proposals to add the new GWU fully-owned subsidiary corporation for medical benefits servicing, ACCESS, Inc., to faculty and staff options. Of special interest was the "point of service" option, which would make the HMO, PPO and indemnification plans available at the time of each use of medical services, rather than as a once a year election. No action required at this time.

Faculty Senate Meeting - December 11, 1992

REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Robinson reported on the following matters:

(1) NONCONCURRENCES

The Executive Committee of the Board met on November 17th to consider the two administration nonconcurrences with departmental promotion recommendations in the Arts and Sciences. The matter, as reported at the November meeting, had been referred by the Academic Committee to the Executive Committee of the Board. At its November 17 Board meeting the latter received an oral presentation from the Chair of the Senate Executive Committee, Vice President French, and two emeriti members of the Board. It is the understanding of the Chair that the recommendations of the Board's Executive Committee will be forwarded to the full Board for its February meeting.

(2) GRIEVANCE CASE

In the matter of the grievance in the School of Engineering and Applied Science, the Executive Committee is awaiting a report regarding the status of the mediation process.

(3) SENATE COMMITTEE ASSIGNMENTS

The Executive Committee has prepared for distribution to all full-time faculty members a list of some of the matters currently before Senate Committees, the name and telephone extension of the Chair of the relevant committee as well as a list of Executive Committee and Senate members. This will allow faculty members an opportunity to make suggestions, ask questions, and comment in general regarding matters currently under consideration.

(4) UPCOMING SENATE BUSINESS

The Executive Committee has received two resolutions from the Professional Ethics and Academic Freedom Committee. These resolutions are in response to requests from the Executive Committee. They pertain to the matter of Early Tenure and Early Promotion and the End-of-the-Year Joint Task Force Report on Continuing Faculty (Post-Tenure Review). The latter is accompanied by a report.

The Executive Committee has been advised that the Joint Committee of Faculty and Students is submitting two resolutions regarding an Africana Studies Program and Minority Faculty Recruitment. Further, a resolution from the Honors and Academic Convocations Committee pertaining to an annual lecture series honoring George Washington is also being forwarded.

THE GEORGE WASHINGTON UNIVERSITY

Washington, DC

The Faculty Senate

November 30, 1992

The Faculty Senate will meet on Friday, December 11, 1992, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of November 13, 1992
3. Introduction of Resolutions
4. Report by Louis H. Katz, Vice President and Treasurer, on FY 1992-93 Budget and Multi-Year Planning
5. General Business:
 - (a) Report of the Executive Committee: Professor Lilien F. Robinson, Chair
 - (b) Interim Reports of Senate Committee Chairs
6. Brief Statements (and Questions)
7. Adjournment



J. Matthew Gaglione
Secretary